

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Phase II, Long Range Plan

FROM:

EXTENSION

NO.

Plans and Programs Staff, OL

DATE

4 March 1983

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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Deputy Chief, LSD/OL

Vince,

2.

Per our telecon this date, attached is a copy of the original tasking from Dave. The paper I received from you this a.m. addresses only the requirement in the first paragraph of the DDA memo to the D/L. Your responses to the second paragraph don't seem to be here anywhere. I'm sorry for the short deadline, but I will need LSD's input by 1 April.

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Thanks,

John

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency Long-Range Plan - Phase IV Support Capabilities

FROM: James H. McDonald  
Acting DDA  
7D18 HQ

EXTENSION

NO.

DDA 82-2266/1

DATE

17 September 1982

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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*Director of Logistics*

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Transmitted herewith are the documents referred to in paragraph 2 of DDA memorandum to all Office Directors dated 17 September 1982, Subject: Agency Long-Range Planning - Phase IV Support Capabilities (DDA Registry Number 82-2266).

James H. McDonald

Attachment

DD/A Registry  
82-2266

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency Long-Range Planning  
Phase IV - Support CapabilitiesFROM: Harry E. Fitzwater  
DDA  
7D18 HQ

EXTENSION

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NO.

DATE

17 SEP 1982

STAT

TO: (Officer designation, room number, and building)

DATE

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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17 SEP 1982

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training & Education  
Special Support Assistant to the DDA  
Information Handling Systems Architect

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Agency Long-Range Planning  
Phase IV - Support Capabilities

REFERENCE: A. Memo from EXDIR to all DDs dtd 1 Feb 82,  
Subject: CIA's Long-Range Planning Schedule  
for 1982  
B. Memo from DDCI to all DDs dtd 12 Nov 81,  
Subject: CIA's Long-Range Planning Process

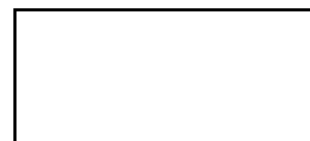
1. Reference memoranda outline the Agency's long-range planning process. As you will note, the Directorate of Administration has been tasked to develop a long-term forecast of the "Support Capabilities" which will be needed through the rest of this decade. Basically, this will involve an analysis of the already approved papers on "Intelligence, Operational, and Scientific/Technical Capabilities" to determine their impact on our Directorate. We will add to this analysis an evaluation of what future capabilities we will need for certain categories of support which are either separate budget targets or are substantial stand-alone issues within the support infrastructure. A DA Planning Team will consolidate your contributions into a long-term DA strategy paper entitled, "Support Capabilities" which will be presented to EXCOM for approval in mid-November.

2. The following papers, approved by EXCOM, identify the collection, processing, analytical, and operational capabilities which will be needed over the next ten years:

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WARNING NOTICE  
INTELLIGENCE SOURCES  
OR METHODS INVOLVED

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- Intelligence Capabilities
- Covert Action Capabilities
- Counterintelligence Capabilities
- Operational Capabilities
- Scientific/Technical Capabilities

Each addressee should submit a comprehensive analysis of the impact on their operation which would result from the activities outlined in the above papers. In preparing your analysis, you should address each item which has resource implications for your component. You should also, wherever possible, present innovative and imaginative schemes for supporting these requirements and how you intend to integrate these schemes into your operation. Copies of the above documents are being transmitted under separate cover this date. Attachment A lists the format for your submission.

3. The following Directorate components should prepare additional papers on the subjects listed:

<u>Component</u>	<u>Subject</u>
OC	Communications 1982/1992
SSA	DA Support to Operations Overseas
ODP	ADP Equipment/Services 1982/1992
IHSA	IH Strategic Plan
OL	Logistics Support 1982/1992
OS	Security Support 1982/1992
OTE	Training Support 1982/1992

In preparing these papers, you should not duplicate the information requested in paragraph 2. Rather, the above papers should review our current capabilities and management plans and focus on the need for significant change or improvement. Each paper should cover broad issues which are likely to be of continuing long-term management concern. They should not be resource intensive and simply request additional manpower and funds. They should attempt to present innovative and imaginative concepts for meeting future requirements and improving the support infrastructure. Attachment B lists various topics which should be included.

4. To reduce the manpower burden, we will not ask each Office to provide a representative to the Planning Team mentioned in the opening paragraph. However, each DA component should appoint an individual to serve as a focal point for this project. The name of your appointee should be provided to   by 21 September. The individual you select will be responsible for coordination between the Planning Team and your Office and will sit with the Planning Team for those meetings at which your component's papers are reviewed.

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5. This process presents an excellent opportunity for this Directorate to focus on new ways to provide for our customers' future requirements and needs. The direction and goals which result from this exercise should provide the thrust for responsive, innovative, and timely support to Agency operations over the next decade. Therefore, your personal involvement, ideas, and guidance are essential. We must explore a wide range of options and develop a broad-based, long-term strategy. When the Directorate plan has been approved by EXCOM, it will be turned over to the Executive Director's Planning Staff. This Staff will combine our input with that of the other Directorates and prepare an Agency ten-year strategic plan. The Agency strategic plan is expected to provide guidance for the formulation of the Agency's program and budget for the next ten years.

25X1 6. The papers requested are due to me by 22 October 1982. Any questions regarding this process should be referred to [ ] on extension [ ] More specific guidance and tasking will be forthcoming as the Planning Team begins to orchestrate the process.

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Harry E. Fitzwater

Attachments

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ATTACHMENT A

I. Executive Summary

A short synopsis of the major issues presented in the paper.

II. Overview

- A. Brief description of the major concerns that have driven your component's resource strategy for the past several years.
- B. Brief review of the current major issues within your component's operation.
- C. Future directions, themes, and potential problem areas.

III. The Phase II Planning Papers

Describe the impact of and your response to potential requirements identified in each of the Phase III Planning Papers and prepare alternatives to support these requirements.

IV. Resource Requirements

List the resources needed to accomplish the capabilities identified in Section III above and include resources needed to cover proposed alternative courses of action. The list should be in priority order based on potential for significant improvements in your operation.

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ATTACHMENT B

I. Component: Office of Communications

Subject: Communications 1982-1992

Remarks: In addition to such items as the D/OC may think appropriate, this paper should also address:

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- Support to [ ]
- OC Post-Recapitalization
- OC support to covert communications
- OC support for continuity of government activities
- DTS

[ ]

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II. Component: Special Support Assistant

Subject: DA Support to Operations

Remarks: In addition to such items as the Special Support Assistant may think appropriate, this paper should also include:

- Suggestions for improving support to overseas personnel and operations
- Suggestions in meeting constant shifts in requirements in DO (surge capability)
- Directorate support to a paperless station

[ ]

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- Ways to get more overseas tours for young Directorate officers with high potential
- Ways to streamline and reduce DA paper requirements overseas

III. Component: Office of Data Processing

Subject: ADP Equipment/Services 1982-1992

Remarks: In addition to such items as the D/ODP may think appropriate, this paper should include:

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- ADPE and analyst support in the SAFE environment
- Back-up computer center
- Long-range strategy to support quantum increases in demand for ADP equipment
- Long-range strategy to increase the timeliness and responsiveness to demand for ADP services

IV. Component: Information Handling Systems Architect

Subject: Short Synopsis of the Information Handling Strategic Plan

Remarks: In addition to such items as the IHSA may think appropriate, this paper should include an appropriate summary of the major issues contained in the Information Handling Strategic Plan

V. Component: Office of Logistics

Subject: Logistics Support 1982-1992

Remarks: In addition to such items as the D/OL may think appropriate, this paper should also include:

- 
- Support to DO/covert activity
  - Space for an expanding Agency (also include the feasibility of locating select Agency components elsewhere in the country)
  - Long-term strategy to increase the timeliness and responsiveness of the Agency procurement, contracting, and supply systems
  - Long-term strategy to become independent from GSA et al
  - Long-term strategy to improve logistics services support to Headquarters/CONUS components
  - Feasibility of reestablishing dedicated military airlift capability

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VI. Component: Office of Security

Subject: Security Support 1982-1992

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Remarks: In addition to such items as the D/OS may think appropriate, this paper should also address:

- Security support to overseas personnel and installations [redacted]
- Long-term strategy to increase the assignment of Security officers abroad
- Effect of the technology explosion on security countermeasures
- Computer security
- Long-range strategy for the reinvestigation program, applicant processing, and personnel security requirements

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VII. Component: Office of Training and Education

Subject: Training 1982-1992

Remarks: In addition to such items as the D/OTE may think appropriate, this paper should also include:

[redacted]

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- Training for information handling
- Exploration of alternate ways to accelerate the number of language-qualified employees

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In each area of logistical support identified above, OL was in 1982 able to provide the services requested. In each instance, however, we paid a price in doing so. We either provided timely support to covert action activities but at the expense and to the detriment of non-covert action customers, or we provided the requested service but either not as quickly or not with precisely the skill required.

In looking back over these past  of intense covert action growth, the principal lesson we have learned is that we were not able to increase our logistical support capacities at the same rapid pace that the covert operational activity increased. Almost without exception the problems we encountered related in one way or another to our inability to grow quickly enough. As a result of these lessons learned, we in OL need to make two changes in the way we support covert operations -- principally but not exclusively covert action projects. The first involves some internal organizational realignments that will allow us to centralize responsibilities, reduce OL communication channels, and reduce to a manageable minimum the number of OL personnel who need access to sensitive operational details and information concerning DO activities. The second change involves the increased utilization of non-official mechanisms. Utilization of non-official mechanisms allows us to expand key support capacities far faster than can be done internally.

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V. Primary Benefits in OL Increasing the Utilization of Proprietary Mechanisms

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As indicated earlier in this paper, our intense involvement in supporting rapidly growing covert action activities [redacted] has taught us

several lessons. The most significant lessons have been that the decision-makers in the DO -- [redacted]

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[redacted] -- in fact

have come to significantly depend upon -- the support provided by OL in helping them to accomplish their operational objectives. We have learned that the more intense the operational activity, the more crucial that OL support becomes to the successful achievement of the operational goals. We have learned that we need to be able to rapidly increase our capacity to responsively support equally or faster developing DO operational activities. And we have learned that we cannot achieve this rapid capacity expansion by conventional means.

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Said another way, we can't enhance our covert operational support capacity in the traditional manner -- i.e., by increasing our staffing complement, recruiting and EODing staff employees, and providing them with either the generalized or specific training needed to allow them to become productive, in anything even beginning to approach responsive timeframes. We have concluded that the only

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As stated earlier, we anticipate that it will take



but the time to begin is now. With these actions implemented, OL will have created the structural capabilities necessary to provide both timely and responsive support to agencywide covert operational activity on a continuing basis.

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